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Minnesota Festivals and Events: Comparisons between 1989 and 2013

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Minnesota Festivals and Events: Comparisons between 1989 and 2013

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EXECUTIVE SUMMARY

In 2013, the University of Minnesota Tourism Center partnered with Explore Minnesota Tourism (EMT), the state's tourism promotion office, to profile festivals and events in Minnesota. The study served two purposes: 1) to update an exploratory poll of festival and event managers conducted in 1989, and 2) to document the current “landscape” of festivals and events. Findings from this project will inform festival and event operations in the context of stakeholder management.

METHODS

An online questionnaire was developed based on a previous 1989 poll and desired industry information. Following a review by EMT personnel, the questionnaire was distributed via Qualtrics (an online survey tool) to 821 usable contacts in the EMT database of festivals and events in November 2013. Of these 821 contacts, 184 responded and 156 completed the questionnaire, yielding a response rate of 22 percent and a completion rate of 19 percent, respectively. Completed questionnaires were included in data analysis. The data was cleaned, checked, and analyzed in SPSS, which is a statistical analysis software.

RESULTS

Location of festivals and events

The metro area of Minnesota hosted 32 percent of the responding festivals and events in 2013, followed closely by the Southern region of the state (29 percent). The Central region hosted 18 percent, followed by the Northeast (12 percent), and the Northwest (8 percent).

Purposes and activities

The most frequently reported purposes for hosting festivals and events included attracting visitors (66 percent) and developing a sense of community (64 percent). Fewer than 15 percent of the respondents identified celebrating ethnic diversity or the lore of a legend as a purpose. In terms of activities, more than 50 percent of responding festivals and events offer live entertainment, food vendors, and arts and crafts fairs. Fewer than 10 percent of festivals offered tractor pulling contests or flea markets.

Timing, attendance and age

In 2013, the majority of festivals and events took place on non-holiday weekends during the summer. Seventy percent attracted fewer than 5,000 attendees. Only five percent attracted more than 50,000 attendees. The distribution of festival longevity was bimodal: 40 percent had a history no longer than 10 years, while nearly 25 percent existed for longer than 30 years.

Fiscal information

More than 50 percent of the responding festivals had budgets below \$24,999. Meanwhile, more than 20 percent had a budget of \$50,000 or more. The most frequently reported festival/event income range was \$50,000 or more, and the least frequently reported were \$5,000-\$9,999 and \$25,000-\$49,999. Income sources for the majority of festivals and events included sponsors (66 percent) and vendor fees (59 percent). Only 13 percent of festivals and events reported income from button sales and just 15 percent from raffles. Close to 30 percent of the responding festivals and events had 10 or fewer sponsors, while 10 percent had more than 30 sponsors. The most frequently identified sponsor type was private businesses (39 percent), followed by non-profit organizations (32 percent). Festivals and events were more likely to charge vendors of food, art, and alcoholic beverage a flat fee



rather than a percentage of gross sales. The most prevalent ticket price range was \$1-\$10 (45 percent), though close to 15 percent charged more than \$40.

Promotion

More than 80 percent of festivals and events used word of mouth, posters, a festival/event website, and social media as promotional tools. Among the 12 options listed in the questionnaire, the two least frequently utilized promotion methods were paid TV commercials (10 percent) and the *Minnesota Explorer* newspaper (20 percent). More than 35 percent of the respondents spent \$999 or less on promotion, and another six percent used only free advertising. Only four percent spent \$20,000 or more on promotion.

Human resources

More than 95 percent of the responding festivals and events used volunteers. Close to 30 percent had 20-49 volunteers, and almost 25 percent had 100 or more volunteers. Leadership for festivals and events was also volunteer-based for nearly half of the events, as these events did not have paid staff.

Challenges of managing festivals and events

The two most frequently identified challenges of managing festivals and events were weather (70 percent) and volunteer management (67 percent), followed by fundraising (51 percent), cost of hosting the festival/event (46 percent), and marketing (41 percent). No more than 10 percent of respondents identified conducting evaluation (10 percent) and crowd management (7 percent) as challenges.

Respondents who identified volunteer management as a challenge most frequently identified recruiting volunteers (61 percent), retaining volunteers (29 percent) and volunteer burnout (29 percent) as specific issues of volunteer management.

Comparison between 1989 poll and 2013 survey

Both similarities and differences exist between festivals profiled in 1989 and those in 2013.

Similarities include:

- Purpose: The two most frequently cited purposes for hosting a festival or event in both years were developing a sense of community and attracting visitors.
- Activities: Live entertainment remained a staple festival/event activity from 1989 to 2013.
- Fiscal information: Festivals and events continued to rely on vendor fees as a primary source of income in 2013.

Differences between 1989 and 2013 include:

- Activities: Festivals and events in 2013 were less likely to offer “traditional” activities (e.g., bingo, games of chance) than those in 1989.
- Timing: One-day festivals were more prevalent in 2013 than in 1989.
- Attendance: The number of attendees that festivals and events attracted was bimodal in 2013, with some attracting small crowds and others attracting large crowds. In 1989, the distribution of attendance was more even across the categories.
- Fiscal information: The budget levels that festivals and events had in 2013 was more evenly distributed across the four ranges (less than \$1,000, \$1,000-\$9,999, \$10,000-\$49,999, \$50,000 or more) whereas in 1989 when festivals and events were most likely to have a budget that fell into either of the two middle ranges. Regarding income, festivals and events in 2013 relied more on sponsorships, particularly private businesses, but less on direct sales to attendees (i.e., button sales, ticket sales) than those in 1989.

- Promotion: There was wide adoption of Internet-based promotion tools among festivals and events in 2013. In 1989, however, posters and paid newspaper ads were most frequently used promotional tools.
- Human resources: More 2013 festivals and events had fewer than 50 volunteers than those in 1989.
- Insurance coverage: The percentage of festivals and events with insurance coverage of one million dollars or more almost doubled from 1989 to 2013.

DISCUSSION

Festivals and event characteristics

Results from the online questionnaire sent to Minnesota festivals and events in 2013 reveal that community is still at the heart of many festivals and events, as developing a sense of community was the most prevalent purpose of hosting a festival or event. Given the high number of volunteers working at and leading festivals, community engagement is evident. Further research to understand the full impact of social capital developed with and through events is of interest.

In addition to community development, another reported purpose of many Minnesota festivals and events was attracting tourists. Festival/event tourism is an appealing niche market for Minnesota: 13 percent of visitors attended fairs or festivals during their trips, and 10 percent attended amateur sporting events (Davidson-Peterson, 2009). Clearly, many festivals and events serve as a niche and complementary product to other attractions. However, the viability of serving as a significant tourism attraction is not high for most festivals and events, given their small size and budget. Small-scale festivals and events will likely face constraints such as limited marketing budgets and limited tourism expertise if they want to become tourism oriented (Getz & Andersson, 2010). Collaborating with destination marketing organizations and local authorities can achieve greater success in attracting tourists. Similarly, cooperative marketing among events within the same geographical boundary and overlapping market areas can increase tourism opportunities as well (Pesch, 2009).

Festivals and event operations

Festival and event operations include sponsors, marketing partners, and staff (both paid and volunteer). Given the significance of sponsors as an income source, it is important that festivals and events sustain a constructive relationship with sponsors and develop favorable consumer responses. Constructive relationships can be developed by ensuring that the sponsors' products are relevant to the audience (Potwarka, McCarville, Tew, & Kaczynski, 2010) and by providing sponsors with opportunities to realize what they look for (e.g., positive community relationship; Mount & Niro, 1995).

In terms of marketing, the constraint of a small marketing budget may be a reason for the frequent use of promotion tools that are either free (e.g., EMT website) or do not require a large budget (e.g., posters). The many opportunities for affordable marketing can be partially attributed to digital technology, as the six most frequently used promotion tools are either Internet-based or more non-Internet methods that can be digitalized.

When it comes to managing staff, recruiting volunteers presents itself as a challenging issue for festival and event organizers. Several possible ways to increase success in volunteer recruitment include appealing to the sense of altruism, emphasizing the social benefits of volunteering, and clearly communicating what is expected of volunteers (Elstad, 2003; Love, Love, Sherman, & Olding, 2012).

Comparing characteristics and operations between 1989 and 2013

Considering festival and event characteristics, the frequent offering of food vendors, live entertainment and arts and crafts fairs in both years, it is clear that developing a sense of community has continued to be the primary purpose for many festivals and events. While there is a focus on attracting visitors as a purpose, small attendance and low budgets are still the norm. This indicates that while there may be growing interest in festivals and events as a niche tourism market, festivals and events themselves do not necessarily have enough resources to promote to this market.

Operationally, the shift in the major source of sponsorship from Chambers of Commerce to private businesses reflects that 21st Century festival and event organizers may have become more proactive in seeking sponsorships from businesses whose target audience resembles the profile of festival/event attendees. Furthermore, the lack of sizable increase in marketing budget coupled with technological advancement has prompted festivals and events in 2013 to take advantage of Internet-based promotion tools that did not exist in 1989. Lastly, the decrease in the number of volunteers helping with festivals and events may reflect changing ways in which people volunteer.

Future research

Future research can continue to inform festivals and events. Given their frequently stated purpose to attract visitors, more research is needed to document the success of such efforts. Similarly, given the purpose to develop a sense of community, there is a need to better understand how festivals and events engage with and affect the local community, e.g., by surveying local residents and businesses. To better understand the financial health of festivals and events, it will be useful to track changes in fee structures applied to various types of vendors over time. To inform the allocation of marketing budget and effort, it would be informative to compare the promotion tools that festival and event organizers emphasize and those used by attendees. To help address the challenge of volunteer management, future research needs to document the methods used by festival and event organizers to recruit and retain volunteers—both successfully and unsuccessfully.

INTRODUCTION

Festivals and events have direct impact on residents who may develop a stronger sense of community, find more pride for local culture, and enjoy local entertainment by attending festivals and events (Hall, 1992; Nicholson & Pearce, 2001). Festivals and events can also contribute to tourism development by attracting tourists, contributing to place marketing, and animate attractions and places (Getz, 2010). Visitors may find greater enjoyment of the destination area and stay longer when attending a festival or event (Felsenstein & Fleischer, 2003).

According to Getz (2010), stakeholder is a useful concept to understand festival and event operations. The concept forces attention on how identifying and managing stakeholders is an important part of festival and event operations, particularly in the context of festival viability (Getz & Andersson, 2010). Attendees, facilitators (including sponsors and promotion entities), and staff (both paid and volunteer) are all stakeholders that festival and event organizers need to manage (Getz, Andersson, & Larson, 2007). Indeed, studies in North America, Europe, and Oceania surveyed festival and event organizers about attendees' spending (Chhabra, Sills, & Cabbage, 2003; Gibson, Waitt, Walmsley, & Connell, 2010), sponsorship arrangements (Coughlan & Mules, 2001; Lamont & Dowell, 2008; Mount & Niro, 1995; Potwarka, et al., 2010), marketing efforts (Smith, 2007, 2008; Yoon, Spencer, Holecek, & Kim, 2000), and volunteer management (Doherty, 2009; Elstad, 2003; Love, et al., 2012). However, a comprehensive study that documents festival operations remains absent in the recent literature.

In 1989, the University of Minnesota Tourism Center conducted an exploratory poll of festival and event organizers. The poll provided a basic understanding of festivals and events in Minnesota, and its findings informed the second statewide festival and event management seminar the Tourism Center developed and delivered. In the brief report that documented the poll results, Sem and Simonson (1989) suggested future research will provide "a better description and understanding of the trend toward more and better festivals and/or special events" (p. 2).

To update the poll, the Tourism Center partnered with Explore Minnesota Tourism (EMT), the state tourism promotion office, and conducted an online survey to profile the state's festivals and events in November 2013. The study served two purposes: (1) to document the "landscape" of festivals and events in Minnesota, including their purposes, activities, timing, financing, sponsorship, marketing, and staffing, among others, and (2) to update the 1989 poll and compare findings of festival/event characteristics and operations.

METHODOLOGY

QUESTIONNAIRE

The questionnaire included seven sections that allowed respondents to give basic information about a festival/event, as well as the major aspects of festival/event planning and operations. The first section requested basic information about a festival/event, such as length and timing. The next five sections asked about purposes and activities, financing, marketing, human resources, and insurance coverage. The last section included questions that gathered basic demographic information, including respondents' gender, age, race, and number of years working for the festival/event, among others.

DATA COLLECTION

In November 2013, the questionnaire was sent out electronically via Qualtrics, an online survey software, to the statewide database of festivals and events maintained by EMT (N=876). To increase response rate, a modified tailored design method was used (Dillman, Smyth, & Christian, 2009): the initial email to festivals and events included an invitation to participate in the survey; the online survey started with an acknowledgement of respondents' time and effort to complete the questionnaire; and a follow-up reminder email was sent with a more persuasive invitation to complete the survey.

RESPONSE RATE

Among the 876 contacts in the EMT database, 55 emails bounced, resulting in 821 usable contacts. Altogether, 184 responded and 156 completed the survey, translating to a response rate of 22 percent and a completion rate of 19 percent. For comparison purposes, the 1989 poll used a mail questionnaire that was sent to 400 event or festival managers, among whom 85 responded and 84 completed the questionnaire, translating to 21 percent response and completion rates.

ANALYSIS

Survey responses were downloaded from Qualtrics into SPSS (version 21.0). The data file was checked and cleaned to ensure answers were valid and usable. Subsequent analysis provided frequencies and percentages to describe the various aspects of festival characteristics (e.g., length and timing), planning and operations.

RESULTS

CHARACTERISTICS OF FESTIVALS AND EVENTS IN MINNESOTA

The highest percentage of events in the sample (32 percent) took place in the metro area. The Southern region was close behind, representing 29 percent of festivals and events in the sample. (Figure 1).

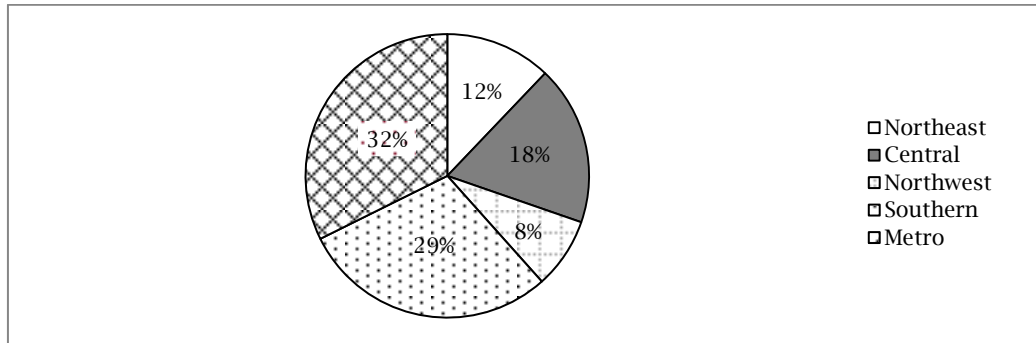


Fig. 1: Location of Minnesota festivals and events, 2013 (n=155).

When asked to identify the type of festival/event the respondent was responsible for, the most common category was community festival/event (42 percent, Figure 2). Beyond a community focus, the types of festivals and events varied across sports (14 percent), art fair (13 percent), and heritage festival/event (10 percent). Fewer than five percent of festivals and events were music focused (four percent), food themed (three percent), birding and wildlife (three percent), state or county fair (three percent), or studio tour (two percent).

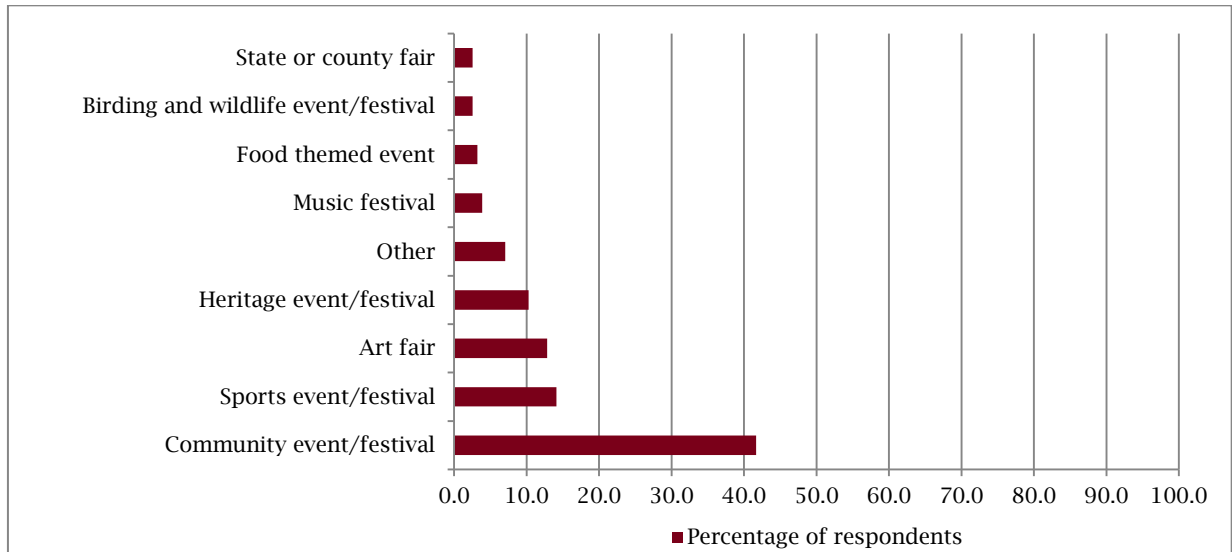


Fig. 2: Percent of Minnesota festivals and events in various frequently used categories, 2013 (n=156).

The most frequently reported purpose for festivals and events was to attract visitors (66 percent), closely followed by developing a sense of community (64 percent, Figure 3). Between 30 and 46 percent of festivals and events provided local entertainment (46 percent), promoted arts and crafts (36 percent), and promoted local retail sales (33 percent). Fewer than 15 percent of festivals and events identified celebrating ethnic diversity or celebrating the lore of a legend as a purpose.

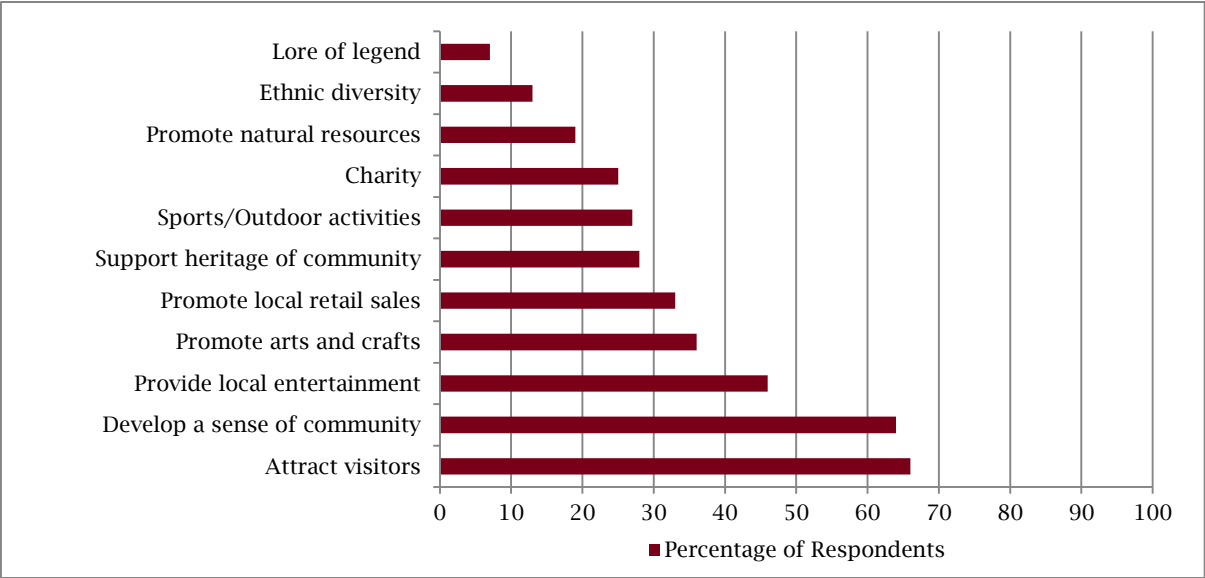


FIG. 3: Purpose of Minnesota festivals and events, 2013 (n=156).

Note: Multiple responses allowed.

More than 65 percent of responding festivals and events offered live entertainment and food vendors (Figure 4). More than 50 percent also provided arts and crafts fairs. Other activities offered by more than 25 percent of responding festivals and events included business display booths, dance, and parades. Fewer than 10 percent offered midway rides, tractor pulling contests, or flea markets.

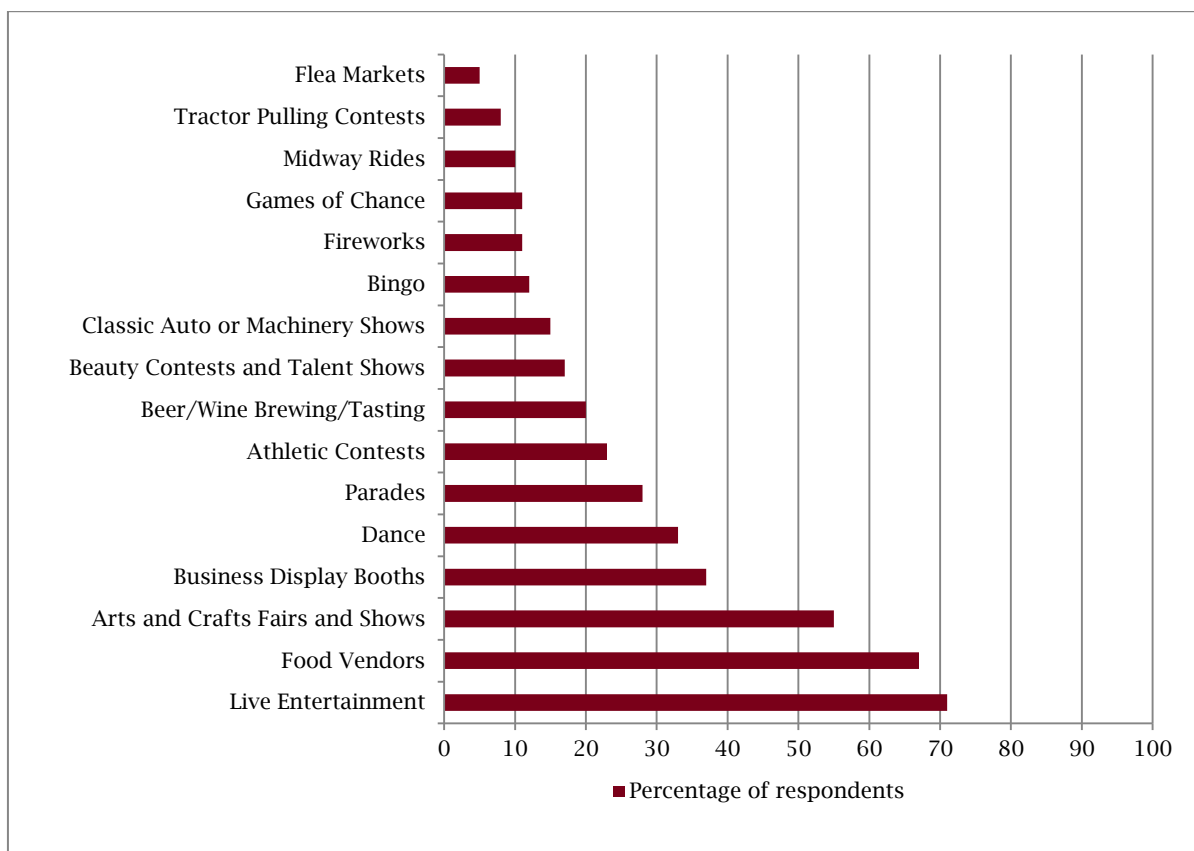


FIG. 4: Activities offered at Minnesota festivals and events, 2013 (n=156).

Note: Multiple responses allowed.

In 2013, 70 percent of Minnesota festivals and events reported an attendance level below 5,000 (Figure 5). At the same time, close to 15 percent attracted between 10,000 and 49,999 attendees. Another five percent reported attracting more than 50,000 attendees.

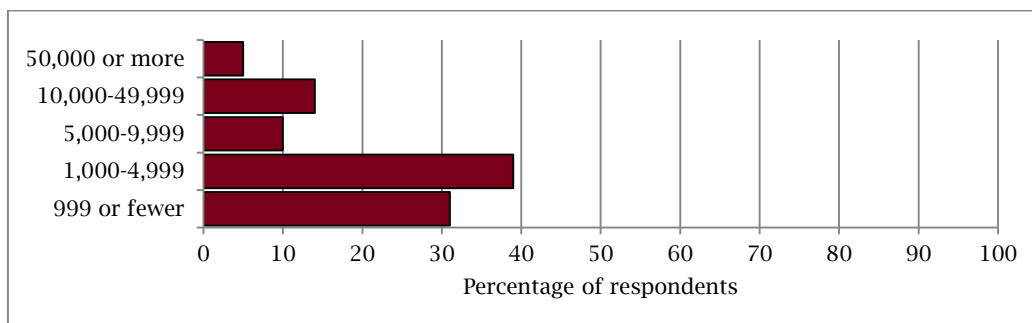


FIG. 5: Estimated attendance level at Minnesota festivals and events, 2013 (n=156).

The majority of events occurred on non-holiday weekends during the summer (Figure 6). The length of festivals and events was relatively evenly distributed, from one day to more than three days. The most frequently reported length of events (35 percent) was one day, and the least frequently reported length was three days (17 percent). The fact that more than half of 2013 events (59 percent) were only one or two days correlates with the result that 60 percent of events were only on weekends. The high prevalence (35 percent) of events that took place on both weekdays and the weekend aligned with the finding that 41 percent of events lasted for three or more days, which would likely entail both a weekend and one or more weekdays. In terms of seasonal variability, 55 percent of festivals and events occurred in the summer in 2013. Each of the three other seasons was represented by fewer event offerings (between 10 and 20 percent).

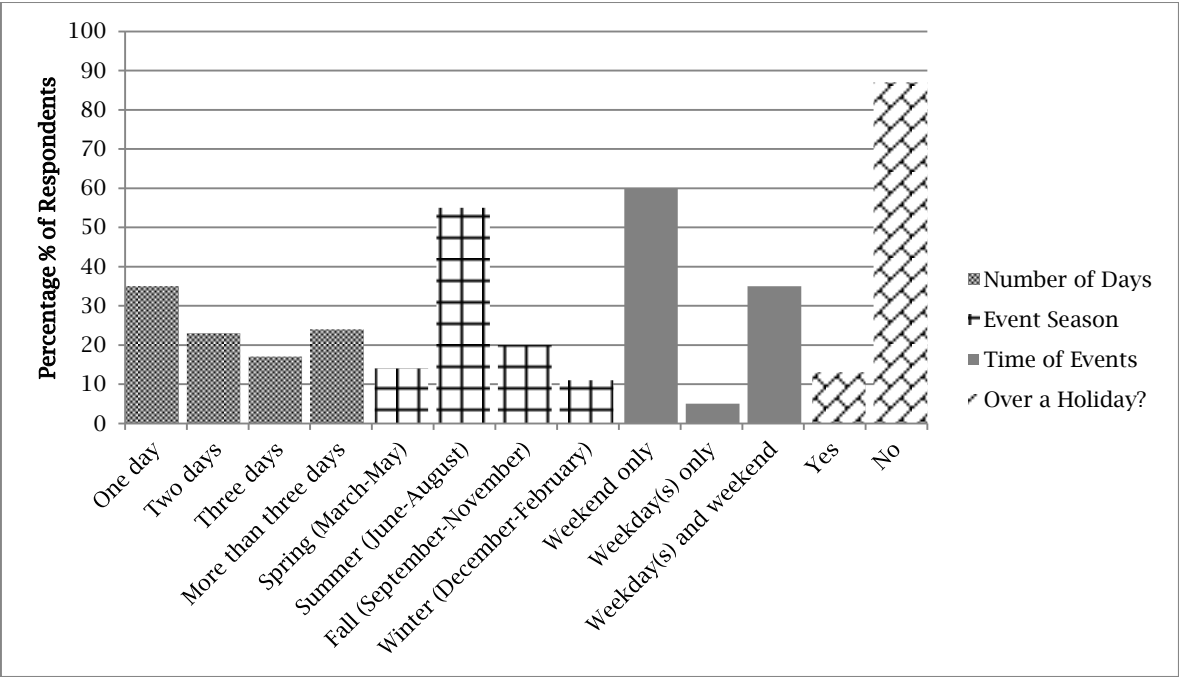


FIG. 6: Length (n=154), season (n=156), timing (n=156), and holiday overlap (n=154) of Minnesota festivals and events, 2013.

Forty percent of responding festivals and events had existed for no more than 10 years, including 22 percent of festivals and events in operation for fewer than five years (Figure 7). At the other end of the spectrum, nearly 25 percent of festivals and events had been in operation for more than 30 years.

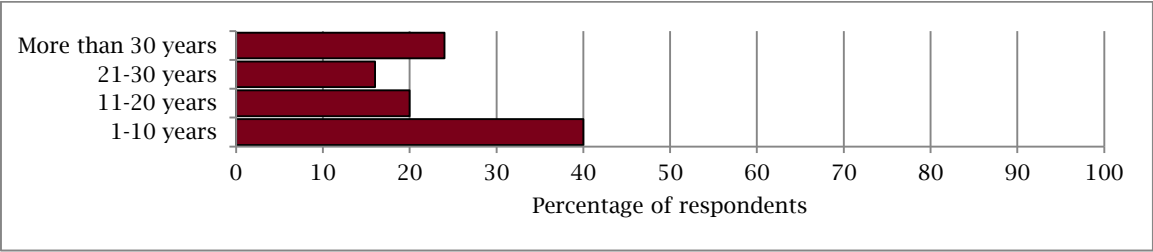


FIG. 7: Longevity of Minnesota festivals and events, 2013 (n=148).

Close to 28 percent of the festivals and events owned the physical space in which they took place. More than 70 percent of the responding festivals and events did not own any physical space.

FESTIVALS AND EVENTS OPERATIONS IN MINNESOTA

The most frequently reported budget ranges were \$1,000-\$9,999 (27 percent) and \$10,000-\$24,999 (24 percent, Figure 8). There were also more than 20 percent of festivals and events with a budget of \$50,000 or more. Only 13 percent of festivals and events in 2013 reported hosting an event with a budget under \$1,000, and only ten percent indicated a budget range of \$25,000-\$49,999. Three percent of the respondents were not sure about the budget amount.

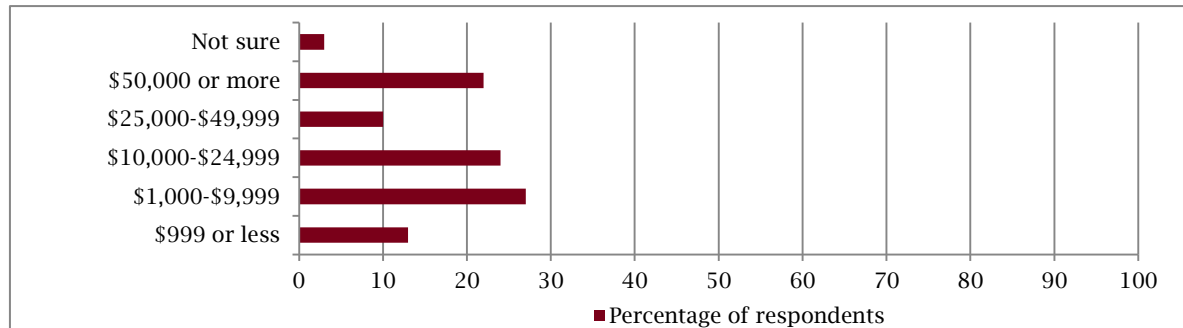


FIG. 8: Reported budget of Minnesota festivals and events, 2013 (n=151).

The largest percentage of festivals and events (22 percent) in Minnesota in 2013 had an income of \$50,000 or more (Figure 9). The next highest percentage group had an income between \$10,000 and \$24,999 (17 percent). At the low end of the spectrum, 16 percent of festivals and events reported having no income, and 14 percent had an income of less than \$2,000. The least frequent responses (10 percent) were for both the \$5,000-\$9,999 range and the \$25,000-\$49,999 range.

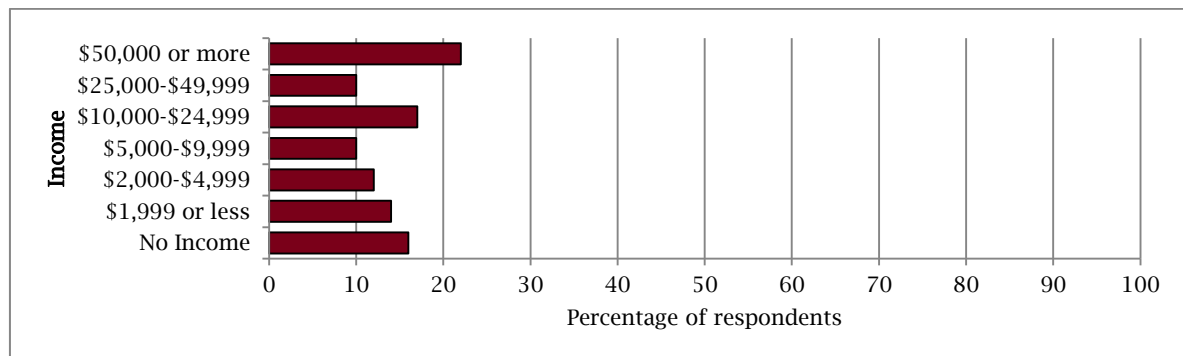


FIG. 9: Reported income of Minnesota festivals and events, 2013 (n=147).

A large percentage of festivals and events (66 percent) had sponsors as an income source (Figure 10). Other frequent responses for income sources included vendor fees (59 percent), business donations (43 percent), and ticket sales (41 percent). Only 13 percent of festivals and events reported income from button sales and 15 percent from raffles.

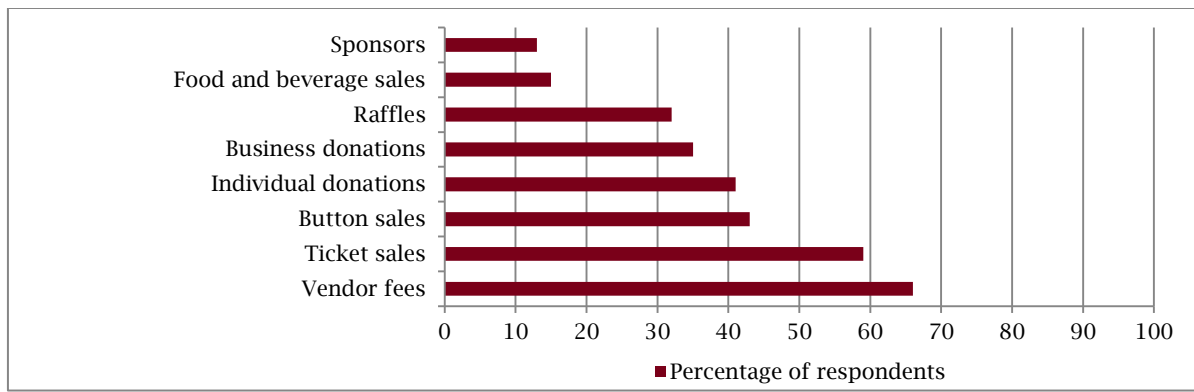


FIG. 10: Income sources of Minnesota festivals and events, 2013 (n=156).

Note: Multiple responses allowed.

Among all festivals and events in Minnesota, 10 percent had more than 30 sponsors of various types, while just over a quarter of all events had between one and 10 sponsors (Figure 11).

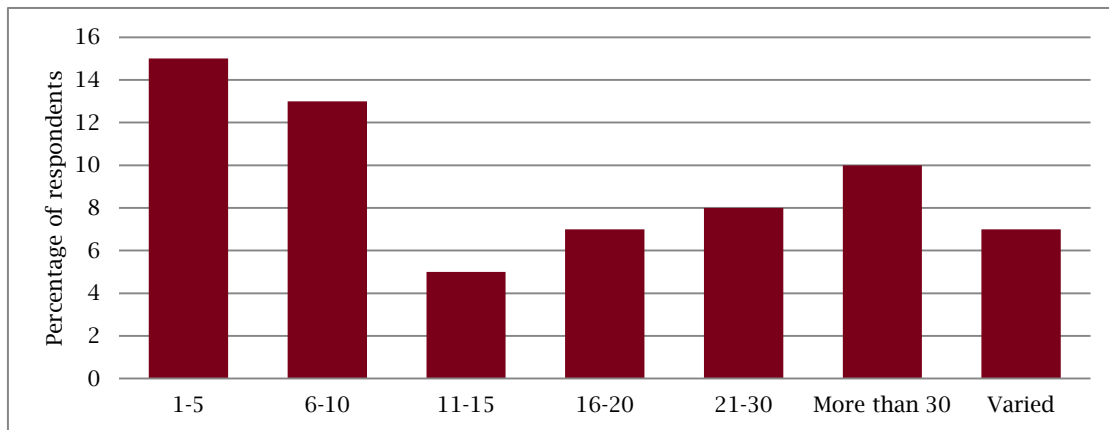


FIG. 11: Number of sponsors reported by Minnesota festivals and events, 2013 (n=91).

Private businesses represented the largest sponsor group (39 percent), followed by non-profit organizations (32 percent), and city or county government (24 percent, Figure 12). Service clubs and Chambers of Commerce represented the least frequently identified sponsorship types (16 percent each).

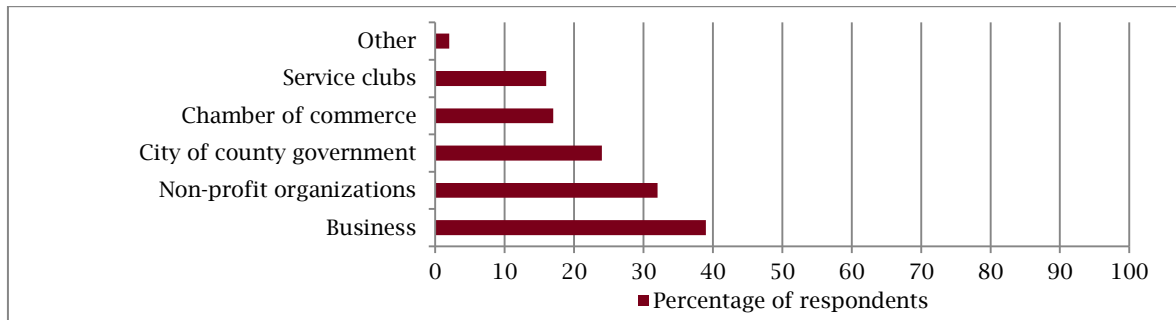


FIG. 12: Type of sponsors reported by festivals and events in Minnesota, 2013 (n=91).

Note: Multiple responses allowed.

Festivals and events with food and beverage vendors and/or art vendors used a flat fee system (77 percent and 91 percent, respectively) at higher rates than using a percentage of gross sales (13 percent and one percent, respectively) (Figure 13). The use of a flat fee versus a percentage of gross sales was more balanced among festivals and events that had alcoholic beverage vendors, with 26 percent using flat fees and 21 percent using a percentage system.

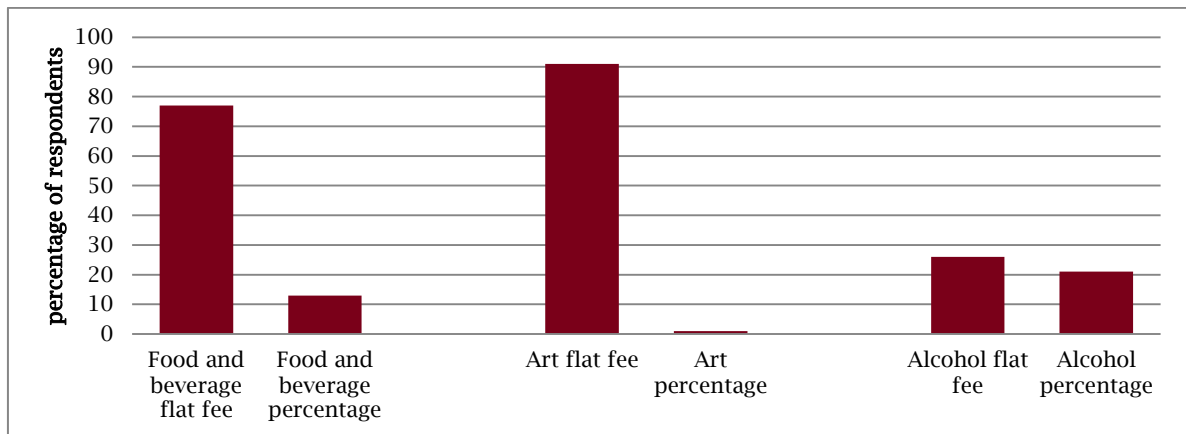


FIG. 13: Vendor fee type breakdown for food vendors (n=105), art vendors (n=86), and alcoholic beverage vendors (n=61), 2013.

The most common ticket or entrance fee range was \$1.00-\$10.00 (45 percent), followed distantly by prices higher than \$40.00 (15 percent; Figure 14). Eleven percent of festivals and events charged \$21.00-\$30.00 for a ticket or entrance fee, and another 11 percent charged varying ticket or entrance fees. The least prevalent ticket or entrance fee range was \$31.00-\$40.00 (eight percent).

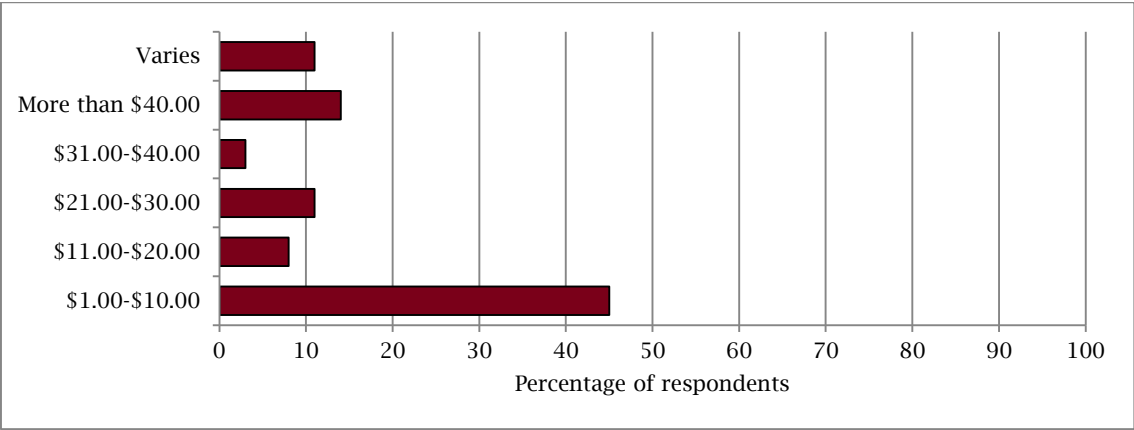


FIG. 14: Cost of ticket or entrance fee (in U.S. dollars) for Minnesota festivals and events, 2013 (n=51).

Four promotion methods were used by more than 80 percent of the respondents (Figure 15). Word of mouth was the most frequently utilized promotion method (89 percent), followed by posters (87percent), a festival/event website (84 percent), and social media (83 percent). Three additional promotion methods were used by more than 50 percent of the respondents, which included the Explore Minnesota Tourism website (67 percent), paid newspaper ads (66 percent), and brochures (58 percent). It is worthwhile to point out that the four most frequently used promotion methods had an adoption rate of 10 percent or more than all other promotion methods. The two least frequently utilized promotion methods were paid TV commercials (10 percent) and the *Minnesota Explorer* newspaper (20 percent).

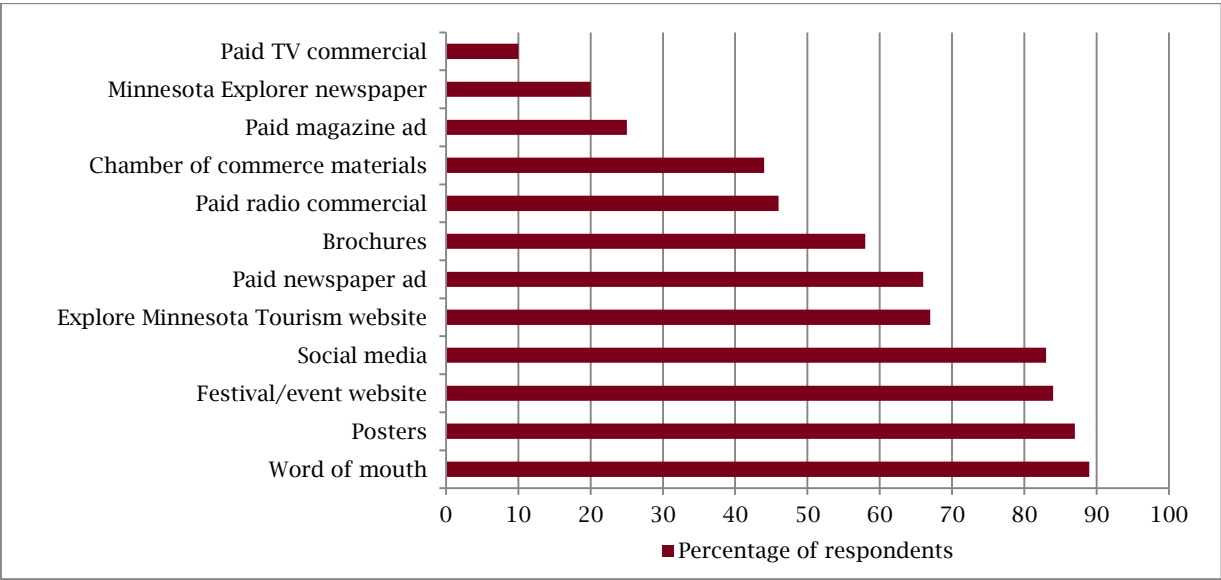


FIG. 15: Types of promotion used by Minnesota festivals and events, 2013 (n=156).

More than 35 percent of the respondents spent \$999 or less on marketing their festivals or events (Figure 16). The distribution of respondents in the next three marketing expenditure categories (\$1,000-\$1,999, \$2,000-\$4,999, and \$5,000-\$19,999) was quite even—between 17 and 19 percent. Only four percent of the respondents spent \$20,000 or more on marketing. Additionally, six percent of the respondents only used free advertising.

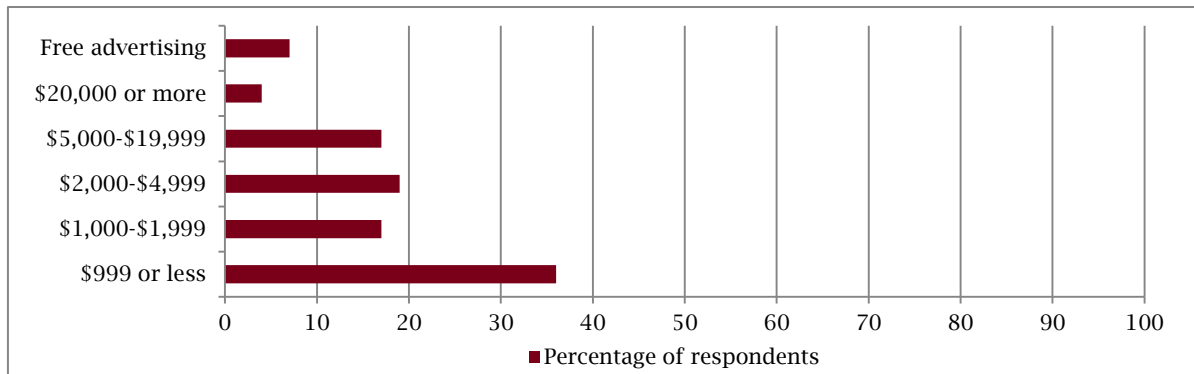


FIG. 16: Marketing budget of Minnesota festivals and events, 2013 (n=152).

About 43 percent of festivals and events carried its insurance coverage, and another 26 percent had insurance covered by the blanket policies of the festival/event's sponsors and by individuals or groups who displayed or supported specific activities (Figure 17). Meanwhile, 13 percent of respondents did not know the details of their insurance coverage and another two percent were not sure whether their festival/event had insurance coverage. Four and a half percent of festivals and events had no insurance coverage.

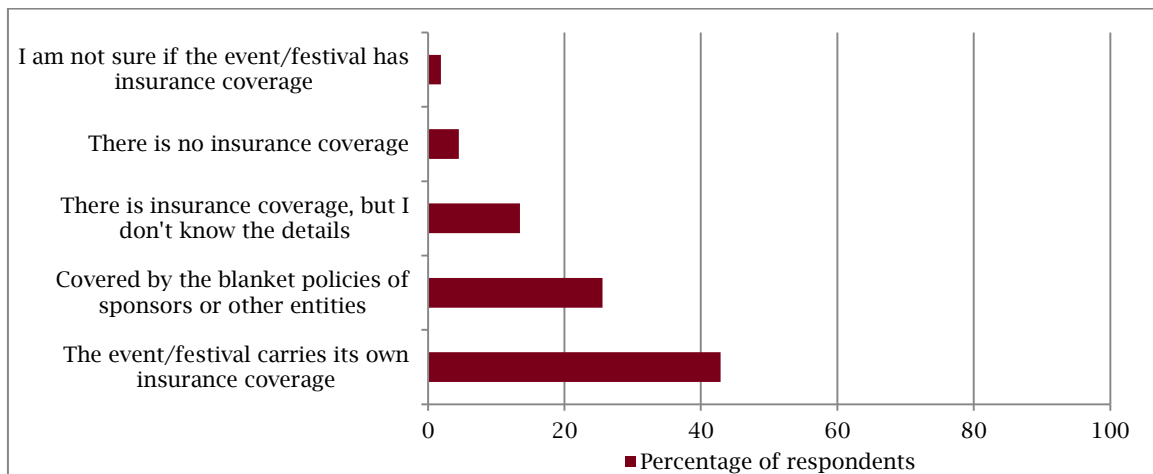


FIG. 17: Status of insurance coverage among Minnesota festivals and events, 2013 (n=153).

Of respondents who knew the details of their insurance coverage, nearly 60 percent had coverage of one million dollars or more (Figure 18). At the same time, six percent of events or festivals had insurance coverage under \$50,000. The remaining 28 percent had insurance coverage between \$50,000 and \$999,999.

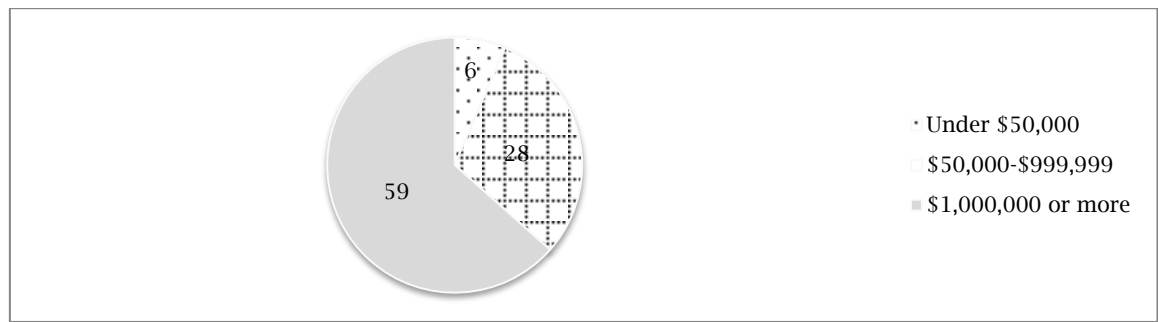


FIG. 18: Amount of insurance coverage among Minnesota festivals and events, 2013 (n=107).

Respondents who knew the details of their insurance coverage for festivals/events were also asked what organizations provided the coverage. Nearly 33 percent of festivals and events received insurance coverage from non-profit organizations, 22 percent from private businesses, and 16 percent from Chambers of Commerce (Figure 19). Less than 10 percent of festivals and events received insurance coverage from City Councils (seven percent), other government entities (six percent), or service organizations (five percent). Five percent of respondents were not sure which organizations provided insurance coverage.

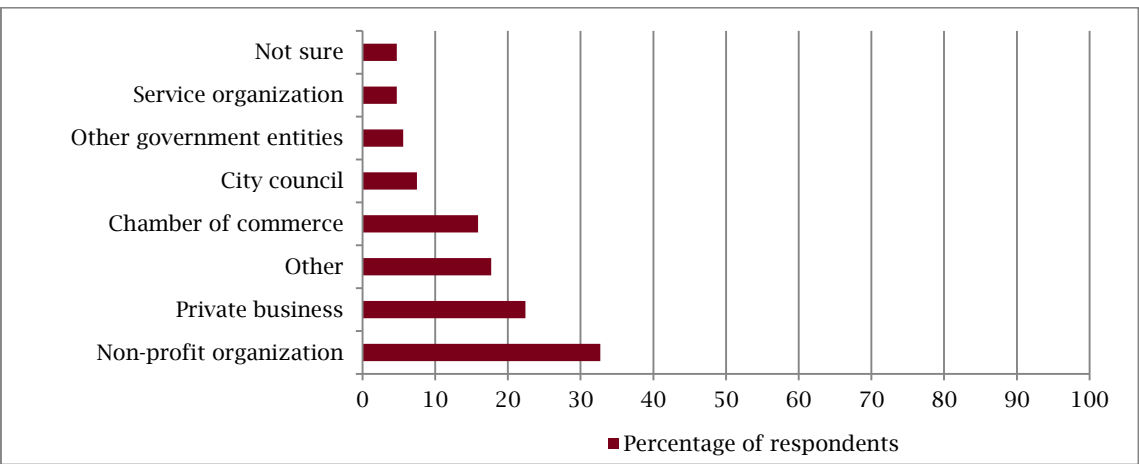


FIG. 19: Percent of Minnesota festivals and events receiving insurance, 2013 (n=107).

The highest percentage of festivals and events (29 percent) reported having 20-49 volunteers (Figure 20). Nearly 25 percent reported having 100 or more volunteers, and twenty percent had between one and ten volunteers. Only three percent reported having no volunteers.

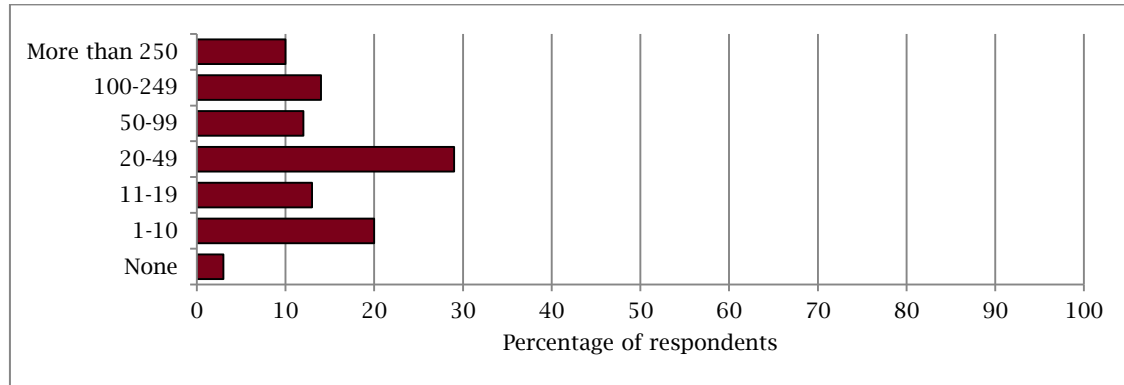


FIG. 20: Number of volunteers that Minnesota festivals and events had, 2013 (n=155).

Close to 53 percent of the festivals and events had paid staff. The remaining 47 percent reported having no paid staff.

CHALLENGES OF MANAGING FESTIVALS AND EVENTS

Of the 15 listed challenges of managing festivals and events, weather (70 percent) and volunteer management (67 percent) were the two most frequently identified (Figure 21). The next three most frequently identified challenges were fundraising (51 percent), cost of hosting the festival/event (46 percent), and marketing (41 percent). Additionally, more than 20 percent of respondents identified the need to constantly develop new ideas (34 percent), committee management (24 percent), and parking (22 percent) as challenges. More than 15 percent of the respondents identified managing activities (19 percent) and a lack of perceived financial return to sponsors (17 percent) as challenges. The remaining five challenges were identified by no more than 13 percent of respondents: liability insurance (13 percent), pricing (11 percent), obtaining entertainment (11 percent), conducting evaluation (ten percent), and crowd management (seven percent).



FIG. 21: Management issues identified by Minnesota festivals and events, 2013 (n=156; in percentage).

Respondents who identified volunteer management as a challenge were further asked to identify the specific issues that they experienced. Among these respondents, the most frequently identified issue related to volunteer management was volunteer recruitment (61 percent, Figure 22). Between 24 and 30 percent of respondents identified retaining volunteers (29 percent), volunteer burnout (29 percent), and having limited resources to reward volunteers (24 percent) as issues of volunteer management. Only 11 percent of the respondents identified motivating volunteers as an issue.

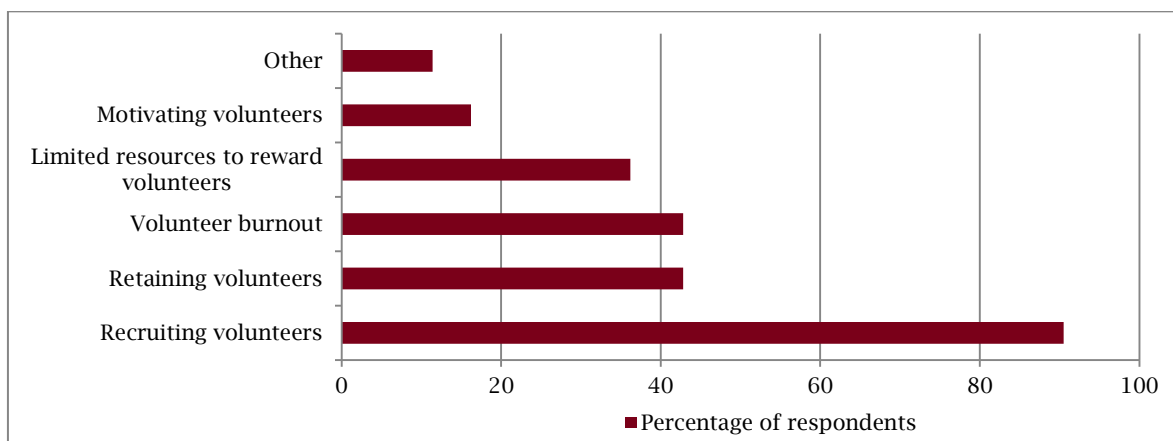


FIG. 22: Volunteer management issues among Minnesota festivals and events, 2013 (n=105; in percentage).

COMPARING RESULTS FROM 1989 TO 2013

Both similarities and differences exist between the findings of the 1989 poll and those of the 2013 survey. In terms of similarities, live entertainment has been a staple activity for festivals and events, and vendor fee has continued to be a main source of income. Additionally, festivals and events continue to utilize several marketing methods simultaneously. Meanwhile, there were changes in both festival and event characteristics and operations.

Festival and event characteristics: 1989 to 2013

Festivals and events in 1989 and those in 2013 differed in purposes, activities, attendance, and length. Developing a sense of community and attracting visitors were the two most frequently mentioned purposes in both years (Table 1). Each of the two purposes was identified by at least 80 percent of the respondents in 1989 and by about 65 percent of the respondents in 2013. In 1989, attracting visitors as a purpose fell 15 percentage points behind developing a sense of community. In 2013, however, attracting visitors was only two percentage points behind developing a sense of community. Providing local entertainment and promoting local retail sales were identified less frequently as purposes in 2013 than in 1989, but a higher percentage of festivals and events in 2013 than in 1989 identified promoting arts and crafts as a purpose.

Regarding activities, there was a decrease in parades, athletic contests, games of chance, and bingo, but there was an increase in alcoholic beverages. Additionally, 20 percentage of festivals and events in 2013 offered beer/wine brewing or tasting, which was not included in the 1989 poll.

From 1989 to 2013, there was an increase in the number of festivals and events that attracted fewer than 5,000 attendees and a decrease in those attracting 5,000-49,999 attendees. Festivals and events in 2013, compared to those in 1989, were also more likely to last for one or two days and less likely to last for three or more days.

Festival and event characteristics		Year of inquiry	
		1989 (%)	2013 (%)
Purposes	Develop a sense of community	93	66
	Attract visitors	78	64
	Provide local entertainment	55	46
	Promote local retail sales	39	33
	Promote arts and crafts	27	36
Activities	Food vendors	76	68
	Live entertainment	71	71
	Parade	68	28
	Arts and crafts fairs	63	55
	Athletic contests	61	23
	Alcoholic beverage vendor	44	58
	Game of chance	33	11
	Bingo	31	11
	Business display booth	21	37
	Beer/wine brewing or tasting	--	20
Attendance	Fewer than 5,000 attendees	47	70
	5,000-49,999 attendees	38	24
Length	One or two days	52	59
	Three days or more	48	40

TABLE 1: Comparing festival and event characteristics in 2013 (n=156) to those in 1989 (n=84).

Festival and event operations: 1989 to 2013

There were differences in fiscal information, promotion, insurance coverage, and staffing between festivals and events in 2013 and those in 1989. The percentage of festivals and events with a total budget of \$50,000 or more and those with a budget under \$1,000 increased from 1989 to 2013 (Table 2). The percentage of respondents with a total budget between \$1,000 and \$9,999, however, decreased. Additionally, a much lower percent of respondents in 2013 were not sure about the budget amount than in 1989.

Regarding income, festivals and events were more likely to generate an income of \$10,000 or more in 2013 than in 1989. Vendor fees remained as a frequently relied upon income source in both years, while sponsors were identified more frequently as an income source in 2013 than in 1989. Meanwhile, the frequency of ticket sales and button sales reported as income sources decreased from 1989 to 2013.

A higher percentage of festivals and events in 2013 than in 1989 obtained sponsorships from city or county government. The most frequently identified sponsor type in 2013 was private businesses, which was not listed as a choice in 1989. At the same time, however, fewer percentages of respondents obtained sponsorships from Chamber of Commerce or non-profit organizations in 2013 than in 1989.

Festivals and events in 2013 were more likely than those in 1989 to charge food and art vendors a flat fee and less likely to charge a certain percentage of gross sales. For alcoholic beverage vendors, though, percentage of gross sales was used more frequently than a flat fee in 1989, but the trend reversed in 2013.

Seven promotion tools were asked about in both 1989 and 2013 surveys. Of these seven promotion tools, two increased, four decreased, and one remained the same. The use of posters and brochures increased while the use of paid TV ads remained nearly the same. The use of paid newspaper ads, paid radio ads, Chambers of Commerce materials, and paid magazine ads all decreased from 1989 to 2013. In conjunction with these findings, the percentage of festivals and events with a marketing budget lower than \$1,000 stayed nearly the same, and the percentage of festivals and events with a marketing budget of \$1,000-\$1,999 slightly decreased. The percentages of festivals and events in the next three ranges (\$2,000-\$4,999, \$5,000-\$19,999, and \$20,000 or more) increased from 1989 to 2013. In 2013, seven percent of respondents used free advertising, but it is unknown how many did so in 1989.

In both 1989 and 2013, about 10 percent of festivals and events had 250 or more volunteers. The percentage of festivals and events with 50 to 249 volunteers decreased, while the percentage of those with fewer than 50 volunteers increased from 1989 to 2013.

Lastly, the percentage of festivals and events with insurance coverage less than one million U.S. dollars decreased from 1989 to 2013, while the percentage of those with insurance coverage of one million or more U.S. dollars increased from 23 to 40 percent. It should also be noted that the percentage of respondents who were not clear about insurance coverage or skipped the insurance coverage question decreased.

Festival and event operations		Year of inquiry	
		1989 (%)	2013 (%)
Total budget	Less than \$1,000	8	13
	\$1,000 - \$9,999	35	27
	\$10,000 - \$49,999	33	34
	\$50,000 or more	5	22
	No answer (1989) / Not sure (2013)	18	3
Marketing budget	\$999 or less	37	36
	\$1,000 - \$1,999	20	17
	\$2,000 - \$4,999	14	19
	\$5,000 - \$19,999	11	17
	\$20,000 or more	2	4
	Free advertising	--	7
	No answer	15	3
Total income	Less than \$10,000	46	33
	\$10,000 or more	34	47
Income sources	Vendor fees	56	59
	Ticket sales	52	41
	Button Sales	49	13
	Sponsors	45	66
Sponsor types	Chamber of commerce	44	17
	Non-profit organizations	43	32
	City or county government	14	24
	Service clubs	14	16
	Private businesses	--	39
Vendor fees	Food & beverage vendors - flat fee	45	77
	Food & beverage vendors - % of gross sales	17	13
	Arts & crafts vendors - flat fee	74	91
	Arts & crafts vendors - % of gross sales	7.5	1
	Alcoholic beverage vendors - flat fee	14	26
	Alcoholic beverage vendors - % of gross sales	22	21
Promotion tools	Posters	82	86
	Paid newspaper	82	66
	Paid radio	62	45
	Chamber of commerce	57	44
	Brochures	50	58
	Paid magazine	41	25
	Paid TV	12	10
Number of volunteers	Fewer than 50	52	64
	50-249	39	26
	250 or more	10	10
Insurance coverage	Insurance coverage smaller than one million	30	24
	Insurance coverage of one million or larger	23	40
	Not clear about insurance coverage or skipping the	48	36

TABLE 2: Comparing festival and event operations in 2013 (n=156) to those in 1989 (n=84).

DISCUSSION

As one may expect in a state as diverse as Minnesota, the characteristics and operations of festivals and events vary. The discussion begins with implications of statewide findings, followed by discussion of differences between 2013 and 1989, and finally, suggestions for future research.

FESTIVALS AND EVENTS CHARACTERISTICS

Among the many purposes of festivals and events, an opportunity may lie in emphasizing or expanding that of ethnic diversity. In the United States, the size of the non-white population grew from roughly 10 percent to 36 percent between 1960 and 2010 (Brower, 2013). During the same time period, the percentage of Minnesota's non-white population increased from about two percent to 17 percent (Brower). Clearly, there are opportunities for festivals and events that celebrate ethnic diversity to grow. As of 2013, nearly 13 percent of festivals and events identified celebrating ethnic diversity as one of its purposes. Although it is not clear whether or not celebrating ethnic diversity is the *primary* purpose, the finding indicates that celebrating ethnic diversity presents itself as an opportunity to develop and grow festivals and events.

Both operational constraints and social changes may offer insight into the changing activities of festivals and events. Operationally, safety and cost concerns may help explain the small percentage of respondents who offered tractor pulling contests, various types of rides, or fireworks. The low percentage of respondents offering flea markets, games of chance, and bingo may be due to shifting demographics and interests of event attendees. Meanwhile, the offering of beer/wine brewing/tasting at festivals and events may become more prevalent in the future, given the growth of interest in in-state craft breweries (McLaughlin, Reid, & Moore, 2014) and wineries (Tuck & Gartner, 2014).

The geographical distribution of festivals and events is not surprising, as the metro area serves as the state's major population hub. The southern region of the state featured the second highest percentage of festivals and events, which may be due to the area's earlier arrival of spring and extended length of fall. Such favorable weather provides an opportunity for additional festivals and events.

The high percentages of both "young" (those having existed for 10 years or less) and "seasoned" (those having existed for more than 30 years) festivals in Minnesota reflects a balance of growth and stability within the festival and event sector. Therefore, it is important for organizers of young festivals and events to find viable ways to ensure sustainable growth and existence, including addressing identified challenges to festival/event management, e.g., financing, volunteer management, and the need to constantly develop new ideas.

The juxtaposition of the high percentages of festivals and events with fewer than 5,000 attendees and those seeking to attract tourists is intriguing. According to Getz and Andersson (2010), many festivals and events "survive well on local audiences" (p. 550). Indeed, 1,000 attendees at a festival hosted by a rural community of 1,500 residents is a large attendance. At the same time, however, festivals and events hosted in smaller communities may often face serious constraints if they wish to become tourism oriented. Issues they may encounter include the capacity to accommodate visitors, a lack of tourism expertise, and limited budget for more sophisticated marketing efforts. (Andersson & Getz, 2008; Getz & Andersson, 2010). Festival/event tourists, as a niche market, are appealing because they tend to take longer trips and spend more money, but these same tourists also tend to begin planning their trip earlier than other tourists (Yoon, et al., 2000). Collaborating with destination marketing organizations and local authorities, which have the resources to be a

partner in promoting festival/event tourism, can work toward achieving success in attracting tourists. Cooperative marketing among events within the same geographical boundaries and overlapping market areas can also increase tourism opportunities as well (Pesch, 2009). Overall, a community-oriented festival or event with a small-to-modest attendance may represent a sizable contribution to the economy in absolute terms, particularly in a rural economy, but it is not likely to generate a large economic impact (Chhabra, Sills, & Cabbage, 2003). It is the regional proliferation of these festivals and events that has the capacity to produce substantial economic benefits within the region (Gibson, et al., 2010).

FESTIVALS AND EVENTS OPERATIONS

According to Getz et al. (2007), sponsors, marketing partners, and volunteers are all stakeholders of festivals and events. Identifying and managing stakeholders is an essential part of festival/event management (Getz & Andersson, 2010). In fact, four of the five most frequently identified challenges of festival/event management in Minnesota (other than weather) related to identifying and managing stakeholders: volunteer management, fundraising, cost of hosting the festival/event, and marketing. Therefore, using the stakeholder concept to discuss the findings about financing, sponsorship, marketing, and volunteers will help focus attention on how successful stakeholder management can contribute to festival viability (Getz & Andersson, 2010).

Getz and Andersson (2010) suggested U.S. festivals and events relied more on sponsorship as a source of income than those in Australia and Europe, but pointed out the lack of research evidence in this area. The frequency of sponsors as an income source found in this work provided initial research evidence, at least in Minnesota, that this is the case. The importance of sponsors for festival income also makes it necessary to take a deeper look at sources of sponsorship. Private businesses emerged as the primary source of sponsorship for Minnesota festivals and events. To maintain a constructive relationship with these private business sponsors, festival and event organizers need to ensure that the products of the sponsors are relevant to the audience to develop favorable consumer responses (Potwarka, et al., 2010). It is also important to provide sponsors with opportunities to realize what they look for, for instances, name awareness, positive community relationship (Mount & Niro, 1995). Establishing and maintaining positive relationships with sponsors can also create opportunities for festival/event organizers to pursue in-store promotions of festivals and events that sponsors can possibly offer (Coughlan & Mules, 2001; Lamont & Dowell, 2008; Smith, 2008).

In terms of marketing, the constraint of a small marketing budget may explain the frequent use of promotion tools that are either free (e.g., EMT website) or do not require a large budget (e.g., posters). The many opportunities for affordable marketing can be partially attributed to digital technology, as the six most frequently used promotion tools by respondents were either Internet-based or more traditional methods that can be digitalized. The less frequent use of print and broadcast media, on the other hand, provided further evidence of their declining importance (Smith, 2008).

While it is valuable to consider the most widely used promotion methods, festival/event organizers need to be aware that information search and communication behaviors of attendees at different festivals/events are likely to vary (Ofstedal & Schneider, 2012). Keeping this heterogeneity in mind will help festival/event organizers identify those promotional methods that match the behaviors of their audience, thus realizing optimal return on investment.

Besides sponsors and promotion partners, volunteers are an essential stakeholder, as nearly half of Minnesota festivals and events are run by volunteers (i.e., with no paid staff) and nearly all festivals and events received help from volunteers. Volunteers ease the financial burden of hosting a

festival/event (a frequently identified challenge) and demonstrate to sponsors the level of commitment a festival/event garners. The most challenging issue identified of volunteer management is recruitment. Some possible ways to increase the success of volunteer recruitment include appealing to the sense of altruism, emphasizing the social benefits of volunteering, clearly communicating what the festival is about, and what is expected of volunteers (Elstad, 2003; Love, et al., 2012). Clear communication will also help retain volunteers, which, together with volunteer burnout, were the next two most challenging issues of volunteer management. Avoiding work overload (Love, et al., 2012) as well as underload (Doherty, 2009) will help retain volunteers as well. Additionally, festival/event organizers need to understand that, while people who volunteer enjoy volunteering, they do not necessarily tie their volunteer role identity to any specific organization or event unless they are encouraged to do so (Love, et al., 2012). Therefore, to retain volunteers, festival/event organizers need to actively encourage volunteers to tie their volunteer role identity with the specific festival/event.

CHANGES FROM 1989 TO 2013

Considering festival and event characteristics, there were both continuation and changes from 1989 to 2013. The frequent offering of food vendors, live entertainment, and arts and crafts fairs in both years reflects that developing a sense of community has continued to be a purpose for many festivals and events. The prevalence of small attendance and a low budget, together with the increased identification of attracting visitors as a purpose, indicate that, while there may be growing interest in festivals and events as a niche tourism market, festivals and events themselves do not necessarily have enough resources to promote to this market.

Operationally, differences between 1989 and 2013 reflect evolving relationships with various stakeholders, including sponsors, marketing partners, and volunteers. First, the shift in the major source of sponsorship from Chambers of Commerce to private businesses indicates that 21st century festival and event organizers may have become more proactive in seeking sponsorships from businesses whose target audience resembles the profile of their attendees. The increase in private business sponsors may explain the increase in business display booths at festivals and events in 2013. At the same time it is also possible that Chambers of Commerce were less likely to sponsor festivals and events in 2013 than in 1989. Second, the lack of sizable increase in marketing budget, coupled with technological advancement, has prompted festivals and events in 2013 to take advantage of Internet-based promotion tools that did not exist in 1989. Lastly, the decrease in the number of volunteers helping with festivals and events may reflect changing ways in which people volunteer.

FUTURE RESEARCH

Future research is needed in multiple aspects to continue to serve the festival and event sector. Given the increased identification of attracting visitors, more research is needed to document the efforts of doing so and the subsequent impact on the local community. In Minnesota, some efforts have been made to work toward this (e.g., Irish Fair of Minnesota, St. Paul Festivals Association), but a statewide or regional approach would be useful. Similarly, given the purpose to develop a sense of community, there is a need to better understand how festivals and events engage with and affect the local community. Exploring reasons for changes in activities qualitatively with festival and event organizers will shed insight into operations. The information will provide insights on shift (or lack thereof) in festival and event purposes as well as trend of attendees' interests.

To inform the allocation of marketing budget and effort, it would be useful to compare the promotion tools that festival and event organizers emphasize, those used by attendees, and return on investment. Findings from such analyses will inform promotional decisions. To help address the challenge of volunteer management, future research needs to document the methods used by festival and event organizers to recruit and retain volunteers—both successfully and unsuccessfully. Assessing the demographic and professional characteristics of current volunteers will help organizers connect with potential volunteers that closely resemble current ones in terms of demographic and professional characteristics. Lastly, the trend of implementing sustainability practices at festivals and events has been gaining momentum in recent years. Future research in this area will inform better practices, more effective education, and more efficient allocation of assistance.

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APPENDIX

Event and Festival Profile Study Survey

The University of Minnesota Tourism Center and Explore Minnesota Tourism (EMT) are partnering to profile Minnesota's events and festivals. The purpose of this survey is to gather vital information for the project.

Your contributions are highly important and much appreciated.

The survey consists of several sections and takes about 15 minutes to complete. Results will be provided in summary format, and your individual responses will remain anonymous. Project results will be made available through a report posted on the Tourism Center website (tourism.umn.edu) and an article in EMT's industry newsletter.

If you have any questions, please contact Dr. Xinyi Qian, the Principle Investigator of the project: 612-625-5668, qianx@umn.edu

SECTION 1: ABOUT YOUR EVENT/FESTIVAL

Instructions: The following questions ask for some basic information about your event/festival. If you manage more than one event/festival, please respond only for the one event/festival that you are the most knowledgeable about to answer this survey.

Including 2013, How many year(s) has the event/festival existed?

In what Minnesota tourism region is the event/festival located?

- Northeast (includes Carlton, Cook, Itasca, Kanabec, Koochiching, Lake, Pine, St. Louis Counties)
- Central (includes Aitkin, Benton, Cass-southern, Crow Wing, Douglas, Grant, Kandiyohi, McLeod, Meeker, Mille Lacs, Morrison, Otter Tail, Pope, Sherburne, Stearns, Stevens, Todd, Wadena Counties)
- Northwest (includes Becker, Beltrami, Cass-northern, Clay, Clearwater, Hubbard, Kittson, Lake of the Woods, Mahnomen, Marshall, Norman, Pennington, Polk, Red Lake, Roseau, Wilkin Counties)
- Southern (includes Big Stone, Blue Earth, Brown, Chippewa, Cottonwood, Dodge, Faribault, Fillmore, Freeborn, Goodhue, Houston, Jackson, Lac qui Parle, Le Sueur, Lincoln, Lyon, Martin, Mower, Murray, Nicollet, Nobles, Olmsted, Pipestone, Redwood, Renville, Rice, Rock, Sibley, Steele, Swift, Traverse, Wabasha, Waseca, Watonwan, Winona, Yellow Medicine Counties)
- Metro (includes Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Washington, Wright Counties)

In what month of the year does the event/festival begin?

- January
- February
- March
- April
- May

- June
- July
- August
- September
- October
- November
- December

How many day(s) does the event/festival typically run?

When does the event/festival take place?

- Weekend only
- Weekday(s) only
- Weekday(s) and weekend

Does the event/festival take place over a holiday?

- No
- Yes. Please specify the holiday

Does the event/festival own the physical space?

- No
- Yes

Approximately how many people attend the event/festival?

- 999 or fewer
- 1,000 to 4,999 people
- 5,000 to 9,999 people
- 10,000 to 49,999 people
- 50,000 or more Difficult to estimate

Section 2: Purpose of your event/festival

What activities does the event/festival offer? (Please check all that apply)

- Food vendors
- Beer/wine brewing or tasting
- Art and craft fairs and shows
- Live entertainment
- Dance
- Parades
- Beauty contests
- Athletic contests
- Tractor pulling contests
- Other contests (e.g., fishing, running, etc.)
- Games of chance
- Bingo
- Talent shows



- Business display booths Fireworks
- Flea markets
- Various types of rides e.g., midway rides Classic auto or machinery shows
- Air and balloon shows
- Other, please specify

Please indicate the type and amount of fees, if any, that FOOD vendors are charged. For example, if a flat rate is charged, please choose "Flat rate" and then indicate the amount in the blank space below.

- Flat rate

- Percentage of gross sale

Please indicate the type and amount of fees, if any, that ARTS & EXHIBITS vendors are charged. For example, if a flat rate is charged, please choose "Flat rate" and then indicate the amount in the blank space below.

- Flat rate

- Percentage of gross sale

How would you categorize the event/festival?

- Community event/festival
- Heritage event/festival
- Art fair
- Birding and wildlife event/festival
- Music festival
- Food themed event
- State or county fair
- Studio tour
- Sports event/festival
- Other, please specify

What is/are the main purpose(s) of the event/festival? (Please choose all that apply)

- To develop a sense of community
- To provide local entertainment and activities
- To attract visitors and guests
- To celebrate the heritage of a community
- To celebrate the lore of a legend
- To celebrate ethnic diversity
- To promote the natural resources of an area
- To support a charity/cause

- To promote local businesses
- To promote arts and culture
- To promote sports and outdoor activities
- Other, please specify

Among the purpose(s) that you just chose, please indicate up to two most important purpose(s):

- To develop a sense of community
- To provide local entertainment and activities
- To attract visitors and guests
- To celebrate the heritage of a community
- To celebrate the lore of a legend
- To celebrate ethnic diversity
- To promote the natural resources of an area
- To support a charity/cause
- To promote local businesses
- To promote arts and culture
- To promote sports and outdoor activities
- Other

Section 3: Financing of your event/festival

What is the total budget of the event/festival?

- \$999 or less
- \$1,000 - \$9,999
- \$10,000 - \$24,999
- \$25,000 - \$49,999
- \$50,000 or more
- Not sure

What is the total income of the event/festival?

- No income
- \$1,999 or less
- \$2,000 - \$4,999
- \$5,000 - \$9,999
- \$10,000 - \$24,999
- \$25,000 - \$49,999
- \$50,000 or more
- Not sure

Where is/are the income source(s) of the event/festival? (Please check all that apply)

- Vendor fees
- Sponsors
- Ticket sales/entrance fee
- Food and beverage sales
- Button sales
- Raffles
- Individual donations



- Business donations
- Other, please specify

How much does a ticket or entrance fee cost?

How many sponsor(s) does the event/festival have?

If the event/festival is sponsored, what types of organizations sponsor the event/festival? (Please check all that apply)

- City or County Government
- Chamber of Commerce
- Non-profit organization(s)
- Service club(s)
- Other, please specify

Are alcoholic beverages sold at the event/festival?

- No
- Yes
- Not sure

Please indicate the type and amount of fees, if any, that ALCOHOLIC BEVERAGE vendors are charged. For example, if a flat rate is charged, please choose "Flat rate" and then indicate the amount in the blank space below.

- Flat rate

- Percentage of gross sale

Section 4: Marketing your event/festival

How is the event/festival promoted? (Please check all that apply)

- Paid newspaper ad
- Paid magazine ad
- Paid TV commercial
- Paid radio commercial
- Chamber of Commerce materials
- Brochures
- Posters
- Event/festival website
- Explore Minnesota Tourism website
- Minnesota Explorer newspaper

- Social media
- Word of mouth
- Other, please specify

How much does the event/festival spend on marketing?

- \$999 or less
- \$1,000 - \$1,999
- \$2,000 - \$4,999
- \$5,000 - \$19,999
- \$20,000 or more
- Free advertising from various media for marketing
- Not sure

Section 5: Human resources and challenging issues

How many volunteers help with the event/festival?

- None
- 1-10
- 11-19
- 20 - 49
- 50 - 99
- 100 - 249
- 250 or more

Does the event/festival have a paid staff?

- No
- Yes

What is/are the challenge(s) of managing the event/festival? (Please check all that apply)

- Recruiting and/or retaining volunteers
- Committee management
- Fundraising
- Cost of hosting the event/festival
- Pricing
- The lack of perceived financial return to the event/festival sponsors
- Marketing
- Liability insurance
- Crowd management
- Obtaining entertainment
- The need to constantly develop new ideas
- Managing activities
- Weather Parking
- Conducting evaluations
- Other, please specify



You identified volunteer management as a challenge. What are the specific issue(s) that you have experienced with regard to volunteer management? (Please check all that apply)

- Recruiting volunteers
- Motivating volunteers
- Retaining volunteers
- Volunteer burnout
- Limited resources to reward volunteers
- Other, please specify

Section 6: Insurance

Which of the following best describes insurance coverage for the event/festival?

- The event/festival carries its insurance coverage.
- The amount is covered by the blanket policies of the event/festival's sponsors and by individuals or groups who display or support specific activities.
- There is insurance coverage, but I don't know the details.
- I am not sure if the event/festival has insurance coverage.
- There is no insurance coverage for the event/festival.
- Anything else you'd like to tell us:

What is the amount of insurance coverage for the event/festival?

- Under \$50,000
- \$50,000 to \$999,999
- One Million or more

What organization(s) provide(s) insurance coverage for the event/festival? (Please check all that apply)

- Chamber of Commerce
- City Council
- Non-profit organization(s)
- Service organization(s)
- Private business(es)
- Other government entities (e.g., counties and townships)
- Other, please specify
- Not sure.

Section 7: About you

How many years have you worked for the event/festival? (If you have worked for the event/festival for less than a year, please put zero)

In which area(s) have you primarily worked for the event/festival? (Please choose all that apply)

- Site planning
- Vendor relationship
- Finance
- Sponsorship
- Human resource
- Marketing
- Operation
- Food and Beverage
- Safety and Security
- Evaluation
- Other, please specify

Do you work full-time for the event/festival?

- Full-time
- Part-time
- Volunteer

Do you have another job besides the part-time position with the event/festival? (Please choose all that apply)

- Full-time
- Part-time
- Self-employed
- No, I do not have another job.

Please indicate your current work status:

- Full-time
- Part-time
- Self-employed
- Homemaker
- Retired
- Currently not employed

Please indicate your gender:

- Male
- Female

Please indicate in which year you were born:

Which of the following best describes your race?

- Caucasian
- African American
- Hispanic/Latino
- Native American
- Asian
- Two or more races

This is the end of the survey. Thank you very much for your time and contribution! Project results will be made available through a report posted on the Tourism Center website (tourism.umn.edu) and an article in EMT's industry newsletter. Stay tuned!